

VISN 20 Realignment White City Nov 20 03.xls - Step 1, Workload

Alternate # 1	Dom 100%				Short description: Close SORCC at White City inpatient programs to American Lake in VISN 20 relocation options. Move outpatient services to c Medford.		
Workload or Space Category	Baseline Wkld	Baseline workload from Millman for beds & stops	2012 projected Wkld	2022 Projected Wkld	% to be transferred	Year to begin transfer	Receiving Facility Name
Inpatient Medicine		1	1	1	100%	2004	Medford (new clinic)
Inpatient Surgery		1	-	-	100%	2004	Medford (new clinic)
Inpatient Psych		-	-	-			
Inpatient Dom	727	727	727	727	100%	2008	American Lake
Inpatient NHCU		11	11	11	100%	2004	Medford (new clinic)
Inpatient PR RTP		-	-	-			
Inpatient SCI		-	-	-			
Inpatient BRC		-	-	-			
Outpatient Primary Care		34,705	41,072	33,268	100%		Medford (new clinic)
Outpatient Specialty Care		7,181	30,916	27,023	100%		Medford (new clinic)
Outpatient Mental Health		18,789	20,131	19,584	100%		Medford (new clinic)
Ancillary & Diagnostics		42,116	38,169	33,391	100%		Medford (new clinic)
Research SPACE	N/A		N/A	N/A			
Admin SPACE	N/A		N/A	N/A			
Other SPACE	N/A		N/A	N/A			
648 New Bed Level							
Alternate # 2	Dom 100%				Short description: Close SORCC at White City inpatient programs to Roseburg in VISN 20; incl relocation options. Move outpatient services to c Medford.		
Workload or Space Category	Baseline Wkld	Baseline workload from Millman for beds & stops	2012 projected Wkld	2022 Projected Wkld	% to be transferred	Year to begin transfer	Receiving Facility Name
Inpatient Medicine		1	1	1	100%	2004	Medford (new clinic)
Inpatient Surgery		1	-	-	100%	2004	Medford (new clinic)
Inpatient Psych		-	-	-			
Inpatient Dom	727	727	727	727	100%	2008	Roseburg
Inpatient NHCU		11	11	11	100%	2004	Medford (new clinic)
Inpatient PR RTP		-	-	-			
Inpatient SCI		-	-	-			
Inpatient BRC		-	-	-			
Outpatient Primary Care		34,705	41,072	33,268	100%		Medford (new clinic)
Outpatient Specialty Care		7,181	30,916	27,023	100%		Medford (new clinic)
Outpatient Mental Health		18,789	20,131	19,584	100%		Medford (new clinic)
Ancillary & Diagnostics		42,116	38,169	33,391	100%		Medford (new clinic)
Research SPACE	N/A		N/A	N/A			
Admin SPACE	N/A		N/A	N/A			
Other SPACE	N/A		N/A	N/A			
648 New Bed Level							

VISN 20 Realignment White City Nov 20 03.xls - Step 1, Workload

Alternate # 3	Dom 100%				Short description: Rapid Footprint Reduction - current programs at White City similar to the initial Market Plan. Building demolition occurs on an aggressive timeline with greater space reductions and more enhanced use leasing.		
Workload or Space Category	Baseline Wkld	Baseline workload from Millman for beds & stops	2012 projected Wkld	2022 Projected Wkld	% to be transferred	Year to begin transfer	Receiving Facility Name
Inpatient Medicine		1	1	1		2004	
Inpatient Surgery		1	-	-		2004	
Inpatient Psych		-	-	-			
Inpatient Dom	727	727	727	727			
Inpatient NHCU		11	11	11			
Inpatient PRRT		-	-	-			
Inpatient SCI		-	-	-			
Inpatient BRC		-	-	-			
Outpatient Primary Care		34,705	41,072	33,268			
Outpatient Specialty Care		7,181	30,916	27,023			
Outpatient Mental Health		18,789	20,131	19,584			
Ancillary & Diagnostics		42,116	38,169	33,391			
Research SPACE	N/A		N/A	N/A			
Admin SPACE	N/A		N/A	N/A			
Other SPACE	N/A		N/A	N/A			
648 New Bed Level							

; move ; include staff downtown
Receiving Facility % contracted out
100%
100%
0%
100%

; move ; include staff downtown
Receiving Facility % contracted out
100%
100%
0
100%

Maintains at VISN20 ccelerated aggressive
Receiving Facility % contracted out
100%
100%

VISN 20 Realignment White City Nov 20 03.xls - Step 2, Space

Alternate # 1		Receiving Facility # 1 American Lake (100% Dom)			
Vacant Space in 2022 =		EU out space in 2022 =		Outleased space in 2022 =	
Workload or Space Category	Additional SF Needed	New Construction SF	Conversion of Vacant SF	Lease SF	Contract remaining workload to match space added? Y/N
Inpatient Medicine	0				
Inpatient Surgery	0				
Inpatient Psych	0				
Inpatient Dom	316282	316282			
Inpatient NHCU	0				
Inpatient PR RTP					
Inpatient SCI					
Inpatient BRC					
Outpatient Primary Care					
Outpatient Specialty Care					
Outpatient Mental Health					
Ancillary & Diagnostics					
Research SPACE					
Admin SPACE					
Other SPACE					
Dom SF based on space calculator 252373 BDOC =316282 SF					

Alternate # 1		Receiving Facility # 1 Medford (100%OPT) NHCU, Med, Surg			
Vacant Space in 2022 =		EU out space in 2022 =		Outleased space in 2022 =	
Workload or Space Category	Additional SF Needed	New Construction SF	Conversion of Vacant SF	Lease SF	Contract remaining workload to match space added? Y/N
Inpatient Medicine	0				Y
Inpatient Surgery	0				Y
Inpatient Psych	0				
Inpatient Dom	0				
Inpatient NHCU	0				Y
Inpatient PR RTP					
Inpatient SCI					
Inpatient BRC					
Outpatient Primary Care	21,364	21,364			Y
Outpatient Specialty Care	24,833	24,833			Y
Outpatient Mental Health	16,763	16,763			Y
Ancillary & Diagnostics	19,860	19,860			Y
Research SPACE					
Admin SPACE	11000	11000			
Other SPACE					

VISN 20 Realignment White City Nov 20 03.xls - Step 2, Space

*Medford Clinic

VISN 20 Realignment White City Nov 20 03.xls - Step 2, Space

Alternate # 2	Receiving Facility # 2 Roseburg (100%)				
Vacant Space in 2022 =		EU out space in 2022 =		Outleased space in 2022 =	
Workload or Space Category	Additional SF Needed	New Construction SF	Conversion of Vacant SF	Lease SF	Contract remaining workload to match space added? Y/N
Inpatient Medicine					
Inpatient Surgery					
Inpatient Psych					
Inpatient Dom	316282	316282			
Inpatient NHCU					
Inpatient PR RTP					
Inpatient SCI					
Inpatient BRC					
Outpatient Primary Care					
Outpatient Specialty Care					
Outpatient Mental Health					
Ancillary & Diagnostics					
Research SPACE					
Admin SPACE					
Other SPACE					

Alternate # 2	Receiving Facility # 1 Medford (100% OPT) NHCU, Med, Surg				
Vacant Space in 2022 =		EU out space in 2022 =		Outleased space in 2022 =	
Workload or Space Category	Additional SF Needed	New Construction SF	Conversion of Vacant SF	Lease SF	Contract remaining workload to match space added? Y/N
Inpatient Medicine	0				Y
Inpatient Surgery	0				Y
Inpatient Psych	0				
Inpatient Dom	0				
Inpatient NHCU	0				Y
Inpatient PR RTP					
Inpatient SCI					
Inpatient BRC					
Outpatient Primary Care	21,364	21,364			Y
Outpatient Specialty Care	24,833	24,833			Y
Outpatient Mental Health	16,763	16,763			Y
Ancillary & Diagnostics	19,860	19,860			Y
Research SPACE					
Admin SPACE					
Other SPACE					

*Medford Clinic

VISN 20 Realignment White City Nov 20 03.xls - Step 2, Space

Alternate # 3	White City downsize				
Vacant Space in 2022 =		EU out space in 2022 =		Outleased space in 2022 =	
Workload or Space Category	Additional SF Needed	New Construction SF	Conversion of Vacant SF	Lease SF	Contract remaining workload to match space added? Y/N
Inpatient Medicine	0				Y
Inpatient Surgery	0				Y
Inpatient Psych	0				
Inpatient Dom	0				
Inpatient NHCU	0				Y
Inpatient PR RTP					
Inpatient SCI					
Inpatient BRC					
Outpatient Primary Care	2,347	2,347			Y
Outpatient Specialty Care	17,140	17,140			Y
Outpatient Mental Health					Y
Ancillary & Diagnostics					Y
Research SPACE					
Admin SPACE					
Other SPACE					

VISN 20 Realignment White City Nov 20 03.xls - Step 3, Vacant Space

Alternate # 1	Name of Facility Being Studied: White City					
	Vacant SF	SF to be Demolished	SF to be for Enhanced Use	SF to be divested	SF to be outleased	Remaining Vacant
Existing MP 2022	66,253	206,211	0	0	25,497	
Newly vacated	692187	692187			0	0
692187-206,211=485976						
	= VSSC completed				= VISN completed	

Alt 2	Name of Facility Being Studied: White City					
	Vacant SF	SF to be Demolished	SF to be for Enhanced Use	SF to be divested	SF to be outleased	Remaining Vacant
Existing MP 2022	66,253	206,211	0	0	25,497	
Newly vacated	692187	692187			0	0
692187-206,211=485976						

Alt 3	Name of Facility Being Studied: White City					
	Vacant SF	SF to be Demolished	SF to be for Enhanced Use	SF to be divested	SF to be outleased	Remaining Vacant
Existing MP 2022	66,253	206,211	0	0	25,497	
Newly vacated	692187	357102			0	5900

Downsizing the campus to 500 beds

VISN 20 Realignment White City Nov 20 03.xls - Step 4, Access

Alternate # 1	Name of Facility Being Studied: American Lake							
CARES Category (Dom, Specialty Care or NHCU)	County Name	FY 2012 Workload (BDOC)	Travel time from County to Facility being studied	Workload to be transferred to Facility B	Travel Time from County to Facility B	Workload to be transferred to Facility C	Travel Time from County to Facility C	New weighted Travel Time (calculated)
				American Lake		Medford		
Dom	JACKSON	105,779		92027	5.6 hours			
NHCU	JACKSON	1144				1133	0	
Specialty (new clinic)	JACKSON	14857				14857	0	

Type	Current Access %	New Access %	
Primary Care	72.3	73	No change
Acute Care	55.6	86.6	No Change

Alternate # 2	Name of Facility Being Studied: Roseburg							
CARES Category (Dom, Specialty Care or NHCU)	County Name	FY 2012 Workload (BDOC)	Travel time from County to Facility being studied	Workload to be transferred to Facility B	Travel Time from County to Facility B	Workload to be transferred to Facility C	Travel Time from County to Facility C	New weighted Travel Time (calculated)
				Roseburg		Medford		
Dom	JACKSON	105,779		105779	1.7 hours	0		
NHCU	JACKSON	1144				1144	0	
Specialty (new clinic)	JACKSON	14857				14857	0	

Type	Current Access %	New Access %	
Primary Care	72.3	73	No change
Acute Care	55.6	86.6	No Change

Alternate # 3	Name of Facility Being Studied: White City							
CARES Category (Dom, Specialty Care or NHCU)	County Name	FY 2012 Workload (BDOC)	Travel time from County to Facility being studied	Workload to be transferred to Facility B	Travel Time from County to Facility B	Workload to be transferred to Facility C	Travel Time from County to Facility C	New weighted Travel Time (calculated)
				White City				
Dom	JACKSON	105,779		105779	0			
NHCU	JACKSON	1144		1144	0			
Specialty (new clinic)	JACKSON	14857		14857	0			

VISN 20 Realignment White City Nov 20 03.xls - Step 4, Access

Type	Current Access %	New Access %						
Primary Care	72.3	73	No change					
Acute Care	55.6	86.6	No Change					

VISN 20 Realignment White City Nov 20 03.xls - Step 4, Infrastructure

2001 Baseline Data		Name of Facility Being Studied: White City						
Facility Name	Campus Acreage	Original Bed Capacity (Beds)	Number of Vacant Bldgs	Number of Occupied Bldgs	Vacant Space (SF)	Average Condition Score	Annual Capital Costs *	Valuation of Campus (AEW)
White City	145	647	0	62	42,158	2.6	1993	148,000,000

current level

VISN 20 Realignment White City Nov 20 03.xls - Step 5, Status Quo

Status Quo																					
White City		2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Recurring Costs																					
Inpatient Op Cost		22,657,376	22,646,202	22,624,655	22,601,387	22,578,146	22,544,579	22,507,662	22,472,454	22,416,814	22,361,261	22,302,412	22,252,136	22,205,309	22,165,371	22,126,734	22,087,461	22,051,049	22,009,612	21,969,950	424,580,570
Outpatient Op Cost		16,118,259	16,235,516	16,306,285	16,347,884	16,351,582	16,308,351	16,238,849	16,153,684	16,020,981	15,872,790	15,722,103	15,572,350	15,433,104	15,312,913	15,187,133	15,055,650	14,920,597	14,778,373	14,641,634	298,578,038
Non Clinical Categories		3,646,104	3,642,635	3,639,169	3,635,706	3,632,247	3,628,792	3,625,338	3,621,889	3,618,443	3,615,000	3,611,560	3,608,124	3,604,691	3,601,262	3,597,835	3,594,412	3,590,992	3,587,575	3,584,162	68,685,936
Vacant Space Op Cost		575,624	575,077	574,530	573,983	573,437	572,891	572,346	571,802	571,258	570,714	570,171	569,628	569,086	568,545	568,004	567,464	566,924	566,384	565,845	10,843,713
Non-Recurring Costs																					0
Estimated Capital Costs		1,992,854	1,958,723	1,925,177	1,892,206	1,859,799	1,827,947	1,796,640	1,765,870	1,735,627	1,705,901	1,676,685	1,647,969	1,619,745	1,592,005	1,564,739	1,537,941	1,511,601	1,485,713	1,460,267	802,688,257
Receiving Facility # 1 American Lake																					32,557,409
Recurring Costs																					
Inpatient Op Cost		29,906,846	29,997,334	30,051,544	30,097,109	30,128,724	30,129,732	30,106,241	30,060,865	29,959,957	29,841,001	29,734,536	29,633,993	29,542,815	29,482,084	29,411,027	29,345,892	29,258,472	29,156,559	29,058,353	564,903,084
Outpatient Op Cost		37,501,642	38,220,211	38,780,679	39,252,523	40,810,670	41,145,908	41,375,838	41,510,060	41,471,741	41,353,212	41,222,537	41,072,105	40,899,594	40,763,242	40,573,313	40,376,700	40,105,629	39,780,502	39,423,949	765,640,055
Non Clinical Categories		2,926,224	2,923,440	2,920,658	2,917,879	2,915,102	2,912,329	2,909,559	2,906,790	2,904,024	2,901,261	2,898,500	2,895,742	2,892,987	2,890,234	2,887,485	2,884,737	2,881,993	2,879,250	2,876,511	55,124,705
Vacant Space Op Cost		405,958	405,572	405,186	404,800	404,415	404,030	403,646	403,262	402,878	402,495	402,112	401,729	401,347	400,965	400,584	400,202	399,822	399,441	399,061	7,647,505
Non-Recurring Costs																					0
Estimated Capital Costs		5,207,875	5,118,682	5,031,016	4,944,852	4,860,164	4,776,926	4,695,114	4,614,703	4,535,669	4,457,989	4,381,639	4,306,596	4,232,839	4,160,345	4,089,093	4,019,061	3,950,228	3,882,575	3,816,080	1,393,315,349
Receiving Facility # 2 Roseburg																					85,081,446
Recurring Costs																					
Inpatient Op Cost		33,994,382	33,987,397	33,912,892	33,809,360	33,642,718	33,404,131	33,130,307	32,852,694	32,428,245	31,995,797	31,601,434	31,243,133	30,912,659	30,672,308	30,428,709	30,191,883	29,939,505	29,691,872	29,452,024	607,291,450
Outpatient Op Cost		31,324,017	31,472,346	31,509,176	31,489,650	31,383,000	31,170,149	30,894,705	30,583,042	30,182,289	29,759,799	29,328,641	28,902,138	28,482,517	28,124,830	27,759,055	27,372,008	26,973,513	26,565,529	26,166,582	559,442,986
Non Clinical Categories		1,883,157	1,881,365	1,879,575	1,877,787	1,876,000	1,874,215	1,872,431	1,870,650	1,868,870	1,867,092	1,865,316	1,863,541	1,861,768	1,859,996	1,858,227	1,856,458	1,854,692	1,852,927	1,851,164	35,475,231
Vacant Space Op Cost		365,804	365,456	365,108	364,761	364,414	364,067	363,720	363,374	363,029	362,683	362,338	361,993	361,649	361,305	360,961	360,618	360,274	359,932	359,589	6,891,075
Non-Recurring Costs																					0
Estimated Capital Costs		3,680,913	3,617,871	3,555,910	3,495,009	3,435,152	3,376,320	3,318,495	3,261,661	3,205,800	3,150,895	3,096,931	3,043,892	2,991,760	2,940,522	2,890,161	2,840,662	2,792,012	2,744,194	2,697,195	1,209,100,742
																					60,135,355

VISN 20 Realignment White City Nov 20 03.xls - Step 5, Market Plan costs

Market Plan																				
White City																				
Recurring Costs																				
Inpatient Op Cost	22,657,376	21,319,244	21,298,960	21,276,953	21,254,972	21,222,664	21,187,005	21,153,054	21,098,669	21,044,370	20,986,774	20,937,750	20,892,174	20,853,485	20,816,096	20,778,070	20,742,904	20,702,712	20,664,293	400,887,525
Outpatient Op Cost	17,696,868	17,821,373	16,846,898	16,884,252	16,885,999	16,600,820	16,534,422	16,453,250	16,326,880	16,185,905	15,984,692	15,842,881	15,711,088	15,597,303	15,478,330	15,325,221	15,197,889	15,063,909	14,934,932	307,372,912
Non Clinical Op Cost	3,646,104	3,642,635	3,639,169	3,635,706	3,741,064	3,737,505	3,733,948	3,730,395	3,726,846	3,723,300	3,719,757	3,716,218	3,712,682	3,709,150	3,705,621	3,702,095	3,698,573	3,695,053	3,691,538	70,307,359
Vacant Space Op Cost	1,086,919	1,039,156	846,988	991,159	931,914	706,019	780,626	660,909	666,631	659,469	652,130	644,708	636,866	628,351	490,616	397,110	378,652	376,690	374,718	12,949,631
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Recurring Savings																				
Savings/Cost/Profit	83,193	80,660	78,204	75,823	73,514	71,276	69,106	67,002	64,962	62,984	61,066	59,207	57,404	55,656	53,962	52,319	50,726	49,181	47,684	1,213,929
Non Recurring Costs																				
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
New Construction	3,875,323	3,368,790	3,658,863	0	0	2,141,494	0	1,746,088	0	0	0	0	0	0	0	0	0	0	0	14,790,558
Renovate	0	0	0	245,823	508,469	237,475	233,408	0	0	0	0	0	0	0	0	0	0	0	0	1,225,175
Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	279,635	326,171	241,548	0	58,568	306,143	32,419	157,012	109,649	0	210,626	0	0	0	189,255	162,816	20,703	0	0	2,094,545
Non Recurring Revenue																				
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Receiving Facility American Lake																				
Recurring Costs																				
Inpatient Op Cost	23,175,175	23,193,626	22,569,782	22,572,858	22,570,398	22,556,534	22,537,671	22,509,310	22,452,845	22,386,606	22,329,402	22,276,900	22,234,190	22,197,928	22,152,821	22,120,281	22,073,638	22,023,822	21,973,529	425,907,316
Outpatient Op Cost	39,382,463	38,732,159	38,335,073	38,771,884	38,424,054	38,545,788	39,830,071	39,880,973	39,052,047	38,887,445	38,784,249	38,740,314	38,634,270	38,244,691	38,033,954	37,294,158	37,150,064	36,646,504	35,978,354	729,348,515
Non Clinical Op Cost	2,926,224	2,923,440	2,920,658	2,917,879	2,915,102	2,912,329	2,909,559	2,906,790	2,904,024	2,901,261	2,898,500	2,895,742	2,892,987	2,890,234	2,887,485	2,884,737	2,881,993	2,879,250	2,876,511	55,124,705
Vacant Space Op Cost	231,515	105,619	91,409	76,322	71,009	65,785	67,704	55,972	66,896	55,053	50,525	53,593	56,051	51,519	46,926	49,285	57,621	50,506	44,429	1,347,739
Savings/Cost/Profit	3,572,124	412,067	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3,984,191
Recurring Savings																				
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Non Recurring Costs																				
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
New Construction	7,337,076	7,211,417	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	14,548,493
Renovate	3,208,986	6,923,312	3,684,384	2,526,142	0	0	70,545	0	0	0	0	0	0	0	0	0	0	0	0	16,413,369
Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	18,797	0	0	830,731	0	0	0	0	0	0	0	0	0	0	0	0	849,528
Non Recurring Revenue																				
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Receiving Facility Roseburg																				
Recurring Costs																				
Inpatient Op Cost	31,297,461	31,270,807	31,190,049	31,088,119	30,936,424	30,206,002	29,981,141	29,750,388	29,404,416	28,602,374	28,289,730	28,006,314	27,747,380	27,554,515	27,361,744	27,174,652	26,977,626	26,781,778	26,593,900	550,214,820
Outpatient Op Cost	26,859,158	26,970,488	26,979,496	26,935,850	26,815,649	24,013,155	23,766,937	23,492,851	23,157,063	22,866,248	21,609,515	21,210,620	20,937,543	20,602,086	20,267,798	19,916,257	19,701,531	19,393,828	18,985,613	434,481,686
Non Clinical Op Cost	1,883,157	1,881,365	1,879,575	1,877,787	1,876,000	2,213,944	2,211,836	2,209,732	2,207,630	2,205,530	2,203,432	2,201,335	2,199,240	2,197,147	2,195,058	2,192,968	2,190,882	2,188,797	2,186,714	40,202,129
Vacant Space Op Cost	220,677	215,782	212,370	116,946	1,729	88,457	104,874	129,937	159,455	161,719	168,307	194,639	177,548	196,853	215,524	234,468	205,072	221,275	242,857	3,268,489
Savings/Cost/Profit	0	0	0	0	0	0	0	0	12,478,535	0	0	0	0	0	0	0	0	0	0	12,478,535
Recurring Savings																				
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Non Recurring Costs																				
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
New Construction	0	0	0	0	12,690,210	6,867,283	0	0	0	0	0	0	0	0	0	0	0	0	0	19,557,493
Renovate	814,262	0	0	0	581,494	571,535	0	0	2,776,531	0	0	0	0	0	0	0	0	0	0	4,743,822
Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	157,670	10,530	1,110,943	0	0	72,749	0	0	0	0	0	0	0	0	0	0	1,380,069
Non Recurring Revenue																				
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

100% contract
White City

Step 5, 100% contract - 15 of 40

VISN 20 Realignment White City Nov 20 03.xls - Step 5, 100% contract

Receiving Medford	NONE																		
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Recurring Costs																			
Inpatient Op Cost																			
Outpatient Op Cost																			
Other Categories																			
Savings/Costs/Profits																			
Non-recurring costs																			
New Construction																			
Renovation																			
Leases																			
Other																			
Savings/Costs/Profits																			

Alternative #1

White City

VISN 20 Realignment White City Nov 20 03.xls - Step 5, Alt 1 costs

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Recurring Costs																				
Inpatient Op Cost	22,656,891	22,645,718	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	45,302,609
Outpatient Op Cost	17,716,246	17,239,654	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	34,955,900
Non Clinical Op Cost	3,646,104	3,642,635	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7,288,739
Vacant Space Op Cost	2,751,464	2,701,973	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,453,437
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Recurring Savings																				
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Rec Savings/Costs																				
?																				
?																				
?																				
?																				
Non-recurring costs																				
New Construction	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	6,663,165	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6,663,165
Non Recurring Revenue																				
Savings/Cost/Profit	0	0	0	2,484,593	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,484,593
Other Non-Rec Savings/Costs																				
?																				
?																				
?																				
Receiving Facility # American Lake																				
Recurring Costs																				
Inpatient Op Cost	23,175,175	23,193,626	60,510,692	60,477,668	60,439,142	60,389,247	60,334,387	60,270,064	60,177,671	60,075,536	59,982,473	59,894,145	59,815,641	59,743,624	59,662,793	59,594,563	59,512,264	59,426,827	59,340,946	1,066,016,484
Outpatient Op Cost	39,382,462	38,732,158	38,335,073	38,771,883	38,424,053	38,545,788	39,830,071	39,880,973	39,052,047	38,887,445	38,784,248	38,740,315	38,634,270	38,244,692	38,033,954	37,294,158	37,150,064	36,646,505	35,978,354	729,348,513
Non Clinical Op Cost	2,926,224	2,923,440	2,920,658	2,917,879	2,915,102	2,912,329	2,909,559	2,906,790	2,904,024	2,901,261	2,898,500	2,895,742	2,892,987	2,890,234	2,887,485	2,884,737	2,881,993	2,879,250	2,876,511	55,124,705
Vacant Space Op Cost	231,515	105,619	91,409	76,322	71,009	65,785	67,704	55,972	66,896	55,053	50,525	53,593	56,051	51,519	46,926	49,285	57,621	50,506	44,429	1,347,739
Savings/Cost/Profit	3,572,124	412,067	6,705,383	6,495,037	6,291,289	6,093,934	5,902,769	5,717,601	5,538,242	5,364,509	5,196,226	5,033,222	4,875,331	4,722,393	4,574,253	4,430,760	4,291,769	4,157,137	4,026,729	93,400,775
Savings/Cost/Profit	3,572,124	412,067																		3,984,191
Recurring Savings																				
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,855,821,632
Non Recurring Costs																				
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
New Construction	7,337,076	35,174,053	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	42,511,129
Renovate	3,208,986	6,923,312	3,684,384	2,526,142	0	0	70,545	0	0	0	0	0	0	0	0	0	0	0	0	16,413,369
Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	18,797	0	0	830,731	0	0	0	0	0	0	0	0	0	0	0	0	849,528
Non Recurring Revenue																				
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	59,774,026
Receiving Facility Roseburg																				
Recurring Costs																				
Inpatient Op Cost	31,297,461	31,270,807	31,190,049	31,088,119	30,936,424	30,206,002	29,981,141	29,750,388	29,404,416	28,602,374	28,289,729	28,006,313	27,747,379	27,554,516	27,361,744	27,174,651	26,977,626	26,781,778	26,593,901	550,214,818
Outpatient Op Cost	26,859,158	26,970,488	26,979,496	26,935,850	26,815,649	24,013,155	23,766,937	23,492,851	23,157,063	22,866,247	21,609,515	21,210,620	20,937,543	20,602,087	20,267,798	19,916,257	19,701,531	19,393,828	18,985,613	434,481,686
Non Clinical Op Cost	1,883,157	1,881,365	1,879,575	1,877,787	1,876,000	2,213,944	2,211,836	2,209,732	2,207,630	2,205,530	2,203,432	2,201,335	2,199,240	2,197,147	2,195,058	2,192,968	2,190,882	2,188,797	2,186,714	40,202,129
Vacant Space Op Cost	220,677	215,782	212,370	116,946	1,729	88,457	104,874	129,937	159,455	161,719	168,307	194,639	177,548	196,853	215,524	234,468	205,072	221,275	242,857	3,268,489
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	12,478,535	0	0	0	0	0	0	0	0	0	12,478,535
Recurring Savings																				
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,040,645,657
Non Recurring Costs																				
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
New Construction	0	0	0	0	12,690,210	6,867,283	0	0	0	0	0	0	0	0	0	0	0	0	0	19,557,493
Renovate	814,262	0	0	0	581,494	571,535	0	0	2,776,531	0	0	0	0	0	0	0	0	0	0	4,743,822
Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	157,670	10,530	1,110,943	0	0	72,749	0	0	0	0	0	0	0	0	0	28,177	1,380,069
Non Recurring Revenue																				
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	25,681,384

Receiving Facility # Medford

VISN 20 Realignment White City Nov 20 03.xls - Step 5, Alt 1 costs

2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022

Recurring Costs																				
Recurring Costs	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Inpatient Op Cost	779	778	1,910,960	1,907,401	1,903,849	1,889,953	1,872,689	1,857,114	1,805,498	1,785,132	1,745,861	1,715,145	1,687,859	1,667,442	1,648,018	1,628,519	1,611,575	1,589,585	1,569,351	29,797,508
Outpatient Op Cost	0	0	17,425,663	17,536,071	17,571,263	17,513,421	17,405,014	17,263,259	17,015,117	16,733,913	16,453,414	16,177,240	15,923,958	15,711,249	15,488,526	15,257,982	15,021,450	14,771,940	14,530,689	277,800,169
Non Clinical Op Cost	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Op Cost	0	0	0	0	0	0	0	0	0	0	2,935	5,757	8,181	10,051	11,951	13,772	15,527	17,321	20,616	106,111
Savings/Cost/Profit	0	0	441,831	428,378	415,335	402,689	390,429	378,541	367,016	355,841	345,007	334,502	324,318	314,443	304,869	295,587	286,587	277,861	269,401	5,932,635
																				313,636,423
Recurring Savings																				
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
																				0
Non Recurring Costs																				
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
New Construction	0	16,532,612	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	16,532,612
Renovate	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
																				16,532,612
Non Recurring Revenue																				
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
																				0
																				16,532,612

Facility being Reviewed: White City

Recurring Costs						
	2004	2005	2006	2007	2008	2009
Inpatient Op Cost	22,656,891	22,645,718	0	0	0	0
Outpatient Op Cost	17,716,246	17,239,654	0	0	0	0
Non Clinical Op Cost	3,646,104	3,642,635	0	0	0	0
Vacant Space Op Cost	2,751,464	2,701,973	0	0	0	0
Savings/Cost/Profit	0	0	0	0	0	0

Recurring Savings						
Savings/Cost/Profit	0	0	0	0	0	0

Non Recurring Costs						
	2004	2005	2006	2007	2008	2009
New Construction	0	0	0	0	0	0
Renovate	0	0	0	0	0	0
Leases	0	0	0	0	0	0
Vacant Space Demolition	0	0	6,663,165	0	0	0

Non Recurring Revenue						
Savings/Cost/Profit	0	0	0	2,484,593	0	0

Receiving Facility 1: American Lake

Recurring Costs						
	2004	2005	2006	2007	2008	2009
Inpatient Op Cost	23,175,175	23,193,626	60,510,692	60,477,668	60,439,142	60,389,247
Outpatient Op Cost	39,382,462	38,732,158	38,335,073	38,771,883	38,424,053	38,545,788
Non Clinical Op Cost	2,926,224	2,923,440	2,920,658	2,917,879	2,915,102	2,912,329
Vacant Space Op Cost	231,515	105,619	91,409	63,471	58,378	53,370
Savings/Cost/Profit	3,572,124	2,234,890	0	0	0	0

Recurring Savings						
Savings/Cost/Profit	0	0	0	0	0	0

Non Recurring Costs						
	2004	2005	2006	2007	2008	2009
New Construction	7,337,076	49,891,230	0	0	0	0
Renovate	3,208,986	6,923,312	3,684,384	2,526,142	0	0
Leases	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	18,797	0	0

Non Recurring Revenue						
Savings/Cost/Profit	0	0	0	0	0	0

Receiving Facility 2: New Medford

Recurring Costs						
	2004	2005	2006	2007	2008	2009

Inpatient Op Cost	485	484	1,910,667	1,907,108	1,903,557	1,889,661
Outpatient Op Cost	0	0	17,425,663	17,536,071	17,571,263	17,513,421
Non Clinical Op Cost	0	0	0	0	0	0
Vacant Space Op Cost	0	0	0	0	0	0
Savings/Cost/Profit	0	4,557,056	441,831	428,378	415,335	402,689

Recurring Savings						
Savings/Cost/Profit	0	0	0	0	0	0

Non Recurring Costs						
	2004	2005	2006	2007	2008	2009
New Construction	0	16,532,612	0	0	0	0
Renovate	0	0	0	0	0	0
Leases	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0

Non Recurring Revenue						
Savings/Cost/Profit	0	0	0	0	0	0

Receiving Facility 3: Roseburg

Recurring Costs						
	2004	2005	2006	2007	2008	2009
Inpatient Op Cost	31,297,461	31,270,807	31,190,049	31,088,119	30,936,424	30,206,002
Outpatient Op Cost	26,859,158	26,970,488	26,979,496	26,935,850	26,815,649	24,013,155
Non Clinical Op Cost	1,883,157	1,881,365	1,879,575	1,877,787	1,876,000	2,213,944
Vacant Space Op Cost	220,677	215,782	212,370	116,946	1,729	88,457
Savings/Cost/Profit	0	0	0	0	0	0

Recurring Savings						
Savings/Cost/Profit	0	0	0	0	0	0

Non Recurring Costs						
	2004	2005	2006	2007	2008	2009
New Construction	0	0	0	0	12,690,210	6,867,283
Renovate	814,262	0	0	0	581,494	571,535
Leases	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	157,670	10,530	1,110,943

Non Recurring Revenue						
Savings/Cost/Profit	0	0	0	0	0	0

2010	2011	2012	2013	2014	2015	2016	2017
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0

0	0	0	0	0	0	0	0
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2010	2011	2012	2013	2014	2015	2016	2017
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0

0	0	0	0	0	0	0	0
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2010	2011	2012	2013	2014	2015	2016	2017
60,334,387	60,270,064	60,177,671	60,075,536	59,982,473	59,894,145	59,815,641	59,743,624
39,830,071	39,880,973	39,052,047	38,887,445	38,784,248	38,740,315	38,634,270	38,244,692
2,909,559	2,906,790	2,904,024	2,901,261	2,898,500	2,895,742	2,892,987	2,890,234
15,856	5,012	16,808	5,823	2,138	6,035	9,307	5,577
0	0	0	0	0	0	0	0

0	0	0	0	0	0	0	0
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2010	2011	2012	2013	2014	2015	2016	2017
0	0	0	0	0	0	0	0
70,545	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
557,311	0	0	0	0	0	0	0

0	0	0	0	0	0	0	0
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2010	2011	2012	2013	2014	2015	2016	2017
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1,872,397	1,856,823	1,805,207	1,784,841	1,745,570	1,714,854	1,687,568	1,667,152
17,405,014	17,263,259	17,015,117	16,733,913	16,453,414	16,177,240	15,923,958	15,711,249
0	0	0	0	0	0	0	0
0	0	0	0	2,935	5,757	8,181	10,051
390,429	378,541	367,016	355,841	345,007	334,502	324,318	314,443

0	0	0	0	0	0	0	0
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2010	2011	2012	2013	2014	2015	2016	2017
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0

0	0	0	0	0	0	0	0
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2010	2011	2012	2013	2014	2015	2016	2017
29,981,141	29,750,388	29,404,416	28,602,374	28,289,729	28,006,313	27,747,379	27,554,516
23,766,937	23,492,851	23,157,063	22,866,247	21,609,515	21,210,620	20,937,543	20,602,087
2,211,836	2,209,732	2,207,630	2,205,530	2,203,432	2,201,335	2,199,240	2,197,147
104,874	129,937	159,455	161,719	168,307	194,639	177,548	196,853
0	0	12,478,535	0	0	0	0	0

0	0	0	0	0	0	0	0
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2010	2011	2012	2013	2014	2015	2016	2017
0	0	0	0	0	0	0	0
0	0	2,776,531	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	72,749	0	0	0	0	0

0	0	0	0	0	0	0	0
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2018	2019	2020	2021	2022
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0

45,302,609
34,955,900
7,288,739
5,453,437
0
93,000,685

0	0	0	0	0
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0
93,000,685

2018	2019	2020	2021	2022
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0

0
0
0
6663165
6663165

0	0	0	0	0
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2484593
4178572

2018	2019	2020	2021	2022
59,662,793	59,594,563	59,512,264	59,426,827	59,340,946
38,033,954	37,294,158	37,150,064	36,646,505	35,978,354
2,887,485	2,884,737	2,881,993	2,879,250	2,876,511
1,770	4,903	13,998	7,630	2,288
0	0	0	0	0

1,066,016,484
729,348,513
55,124,705
700,907
5,807,014
1,856,997,623

0	0	0	0	0
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0
1,856,997,623

2018	2019	2020	2021	2022
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0

57228306
16413369
0
576108
74217783

0	0	0	0	0
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0
74217783

2018	2019	2020	2021	2022
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1,648,018	1,628,230	1,611,285	1,589,296	1,569,063	29,792,266
15,488,526	15,257,982	15,021,450	14,771,940	14,530,689	277,800,169
0	0	0	0	0	0
11,951	13,772	15,527	17,321	20,616	106,111
304,869	295,587	286,587	277,861	269,401	10,489,691
					318,188,237

0	0	0	0	0	0
					318,188,237

2018	2019	2020	2021	2022	
0	0	0	0	0	16532612
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
					16532612

0	0	0	0	0	0
					16532612

2018	2019	2020	2021	2022	
27,361,744	27,174,651	26,977,626	26,781,778	26,593,901	550,214,818
20,267,798	19,916,257	19,701,531	19,393,828	18,985,613	434,481,686
2,195,058	2,192,968	2,190,882	2,188,797	2,186,714	40,202,129
215,524	234,468	205,072	221,275	242,857	3,268,489
0	0	0	0	0	12,478,535
					1,040,645,657

0	0	0	0	0	0
					1,040,645,657

2018	2019	2020	2021	2022	
0	0	0	0	0	19557493
0	0	0	0	0	4743822
0	0	0	0	0	0
0	0	0	0	28,177	1380069
					25681384

0	0	0	0	0	0
					25681384

Alternative #2**White City**

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022		
Recurring Costs																					
Inpatient Op Cost	22,656,891	22,645,718	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	45,302,609	
Outpatient Op Cost	17,716,246	17,239,654	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	34,955,900	
Non Clinical Op Cost	3,646,104	3,642,635	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7,288,739	
Vacant Space Op Cost	2,751,464	2,701,973	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,453,437	
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Recurring Savings																					93,000,685
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Non Recurring Costs																					93,000,685
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022		
New Construction	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Renovate	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Vacant Space Demolition	0	0	6,663,165	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6,663,165	
Non Recurring Revenue																					6,663,165
Savings/Cost/Profit	0	0	0	2,484,593	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,484,593	
Receiving Facility American Lake																					4,178,572

Receiving Facility American Lake																						
Recurring Costs			2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Inpatient Op Cost			23,175,175	23,193,626	22,569,782	22,572,858	22,570,398	22,556,534	22,537,670	22,509,310	22,452,846	22,386,606	22,329,402	22,276,900	22,234,189	22,197,928	22,152,821	22,120,281	22,073,638	22,023,823	21,973,529	
Outpatient Op Cost			39,382,462	38,732,158	38,335,073	38,771,883	38,424,053	38,545,788	39,830,071	39,880,973	39,052,047	38,887,445	38,784,248	38,740,315	38,634,270	38,244,692	38,033,954	37,294,158	37,150,064	36,646,505	35,978,354	
Non Clinical Op Cost			2,926,224	2,923,440	2,920,658	2,917,879	2,915,102	2,912,329	2,909,559	2,906,790	2,904,024	2,901,261	2,898,500	2,895,742	2,892,987	2,890,234	2,887,485	2,884,737	2,881,993	2,879,250	2,876,511	
Vacant Space Op Cost			231,515	105,619	91,409	76,322	71,009	65,785	67,704	55,972	66,896	55,053	50,525	53,593	56,051	51,519	46,926	49,285	57,621	50,506	44,429	
Savings/Cost/Profit			3,572,124	412,067	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
																					1,215,712,464	
Recurring Savings																						
Savings/Cost/Profit			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
																					0	
																					1,215,712,464	
Non Recurring Costs			2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
New Construction			7,337,076	7,211,417	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Renovate			3,208,986	6,923,312	3,684,384	2,526,142	0	0	70,545	0	0	0	0	0	0	0	0	0	0	0	0	
Leases			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Vacant Space Demolition			0	0	0	18,797	0	0	830,731	0	0	0	0	0	0	0	0	0	0	0	0	
																					849,528	
																					31,811,390	
Non Recurring Revenue																						
Savings/Cost/Profit			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
																					0	
			2002	2003	2004	2005	2006															
			102,396	98,914,536	95,551,441,78	92,302,693	89,164,401															729,348,513
																					31,811,390	

Receiving Facility # Roseburg		31,190,049		89																			
Recurring Costs																							
		2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022			
Inpatient Op Cost		31,297,461	31,270,807	53,534,003	53,410,814	53,237,879	52,486,238	52,240,178	51,988,246	51,621,115	50,797,935	50,464,171	50,159,656	49,879,645	49,665,724	49,451,913	49,243,801	49,025,779	48,808,952	48,600,117	927,184,434		
Outpatient Op Cost		26,859,158	26,970,488	26,979,496	26,935,850	26,815,649	24,013,155	23,766,937	23,492,851	23,157,063	22,866,247	21,609,515	21,210,620	20,937,543	20,602,087	20,267,798	19,916,257	19,701,531	19,393,828	18,985,613	434,481,686		
Non Clinical Op Cost		1,883,157	1,881,365	1,879,575	1,877,787	1,876,000	2,213,944	2,211,836	2,209,732	2,207,630	2,205,530	2,203,432	2,201,335	2,199,240	2,197,147	2,195,058	2,192,968	2,190,882	2,188,797	2,186,714	40,202,129		
Vacant Space Op Cost		220,677	215,782	212,370	116,946	1,729	88,457	104,874	129,937	159,455	161,719	168,307	194,639	177,548	196,853	215,524	234,468	205,072	221,275	242,857	3,268,489		
Savings/Cost/Profit		0	0	6,705,383	6,495,037	6,291,289	6,093,934	5,902,769	5,717,601	18,016,777	5,364,509	5,196,226	5,033,222	4,875,331	4,722,393	4,574,253	4,430,760	4,291,769	4,157,137	4,026,729	101,895,119		
Savings/Cost/Profit		0	0							15,809,147											15,809,147		
Recurring Savings																							
Savings/Cost/Profit		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,420,945,885		
Non Recurring Costs																							
		2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022			
New Construction		0	278,154,64	0	0	12,690,210	6,867,283	0	0	0	0	0	0	0	0	0	0	0	0	0	47,372,957		
Renovate		814,262	0	0	0	581,494	571,535	0	0	2,776,531	0	0	0	0	0	0	0	0	0	0	4,743,822		
Leases		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Vacant Space Demolition		0	0	0	157,670	10,530	1,110,943	0	0	72,749	0	0	0	0	0	0	0	0	0	28,177	1,380,069		
Non Recurring Revenue																							
Savings/Cost/Profit		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		

Receiving Facility # Medford																				
Recurring Costs		2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost		779	778	1,910,960	1,907,401	1,903,849	1,889,953	1,872,689	1,857,114	1,805,498	1,785,132	1,745,861	1,715,145	1,687,859	1,667,442	1,648,018	1,628,519	1,611,575	1,589,585	1,569,351
Outpatient Op Cost		0	0	17,425,663	17,536,071	17,571,263	17,513,421	17,405,014	17,263,259	17,015,117	16,733,913	16,453,414	16,177,240	15,923,958	15,711,249	15,488,526	15,257,982	15,021,450	14,771,940	14,530,689
Non Clinical Op Cost		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Op Cost		0	0	0	0	0	0	0	0	0	0	2,935	5,757	8,181	10,051	11,951	13,772	15,527	17,321	20,616
Savings/Cost/Profit		0	0	441,831	428,378	415,335	402,689	390,429	378,541	367,016	355,841	345,007	334,502	324,318	314,443	304,869	295,587	286,587	277,861	269,401
Recurring Savings																				
Savings/Cost/Profit		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Non Recurring Costs																				
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
New Construction	0	16,532,612	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	16,532,612
Renovate	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Non Recurring Revenue																				

VISN 20 Realignment White City Nov 20 03.xls - Step 5, Alt 2 costs

[illegible]

0
16,532,612

Facility being Reviewed: White City

Recurring Costs						
	2004	2005	2006	2007	2008	2009
Inpatient Op Cost	22,656,891	22,645,718	0	0	0	0
Outpatient Op Cost	17,716,246	17,239,654	0	0	0	0
Non Clinical Op Cost	3,646,104	3,642,635	0	0	0	0
Vacant Space Op Cost	2,751,464	2,701,973	0	0	0	0
Savings/Cost/Profit	0	0	0	0	0	0

Recurring Savings						
Savings/Cost/Profit	0	0	0	0	0	0

Non Recurring Costs						
	2004	2005	2006	2007	2008	2009
New Construction	0	0	0	0	0	0
Renovate	0	0	0	0	0	0
Leases	0	0	0	0	0	0
Vacant Space Demolition	0	0	6,663,165	0	0	0

Non Recurring Revenue						
Savings/Cost/Profit	0	0	0	2,484,593	0	0

Receiving Facility 1: American Lake

Recurring Costs						
	2004	2005	2006	2007	2008	2009
Inpatient Op Cost	23,175,175	23,193,626	22,569,782	22,572,858	22,570,398	22,556,534
Outpatient Op Cost	39,382,462	38,732,158	38,335,073	38,771,883	38,424,053	38,545,788
Non Clinical Op Cost	2,926,224	2,923,440	2,920,658	2,917,879	2,915,102	2,912,329
Vacant Space Op Cost	231,515	105,619	91,409	76,322	71,009	65,785
Savings/Cost/Profit	3,572,124	412,067	0	0	0	0

Recurring Savings						
Savings/Cost/Profit	0	0	0	0	0	0

Non Recurring Costs						
	2004	2005	2006	2007	2008	2009
New Construction	7,337,076	7,211,417	0	0	0	0
Renovate	3,208,986	6,923,312	3,684,384	2,526,142	0	0
Leases	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	18,797	0	0

Non Recurring Revenue						
Savings/Cost/Profit	0	0	0	0	0	0

Receiving Facility 2: New Medford

Recurring Costs						
	2004	2005	2006	2007	2008	2009
Inpatient Op Cost	485	484	1,910,667	1,907,108	1,903,557	1,889,661

Outpatient Op Cost	0	0	17,425,663	17,536,071	17,571,263	17,513,421
Non Clinical Op Cost	0	0	0	0	0	0
Vacant Space Op Cost	0	0	0	0	0	0
Savings/Cost/Profit	0	4,557,056	441,831	428,378	415,335	402,689

Recurring Savings						
Savings/Cost/Profit	0	0	0	0	0	0

Non Recurring Costs						
	2004	2005	2006	2007	2008	2009
New Construction	0	16,532,612	0	0	0	0
Renovate	0	0	0	0	0	0
Leases	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0

Non Recurring Revenue						
Savings/Cost/Profit	0	0	0	0	0	0

Receiving Facility 3: Roseburg

Recurring Costs						
	2004	2005	2006	2007	2008	2009
Inpatient Op Cost	31,297,461	31,270,807	53,534,003	53,410,814	53,237,879	52,486,238
Outpatient Op Cost	26,859,158	26,970,488	26,979,496	26,935,850	26,815,649	24,013,155
Non Clinical Op Cost	1,883,157	1,881,365	1,879,575	1,877,787	1,876,000	2,213,944
Vacant Space Op Cost	220,677	215,782	212,370	116,946	1,729	248
Savings/Cost/Profit	0	0	0	0	0	0

Recurring Savings						
Savings/Cost/Profit	0	0	0	0	0	0

Non Recurring Costs						
	2004	2005	2006	2007	2008	2009
New Construction	0	42,679,814	0	0	12,690,210	3,433,641
Renovate	814,262	0	0	0	581,494	571,535
Leases	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	157,670	10,530	981,148

Non Recurring Revenue						
Savings/Cost/Profit	0	0	0	0	0	0

2010	2011	2012	2013	2014	2015	2016	2017
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0

0	0	0	0	0	0	0	0
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2010	2011	2012	2013	2014	2015	2016	2017
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0

0	0	0	0	0	0	0	0
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2010	2011	2012	2013	2014	2015	2016	2017
22,537,670	22,509,310	22,452,846	22,386,606	22,329,402	22,276,900	22,234,189	22,197,928
39,830,071	39,880,973	39,052,047	38,887,445	38,784,248	38,740,315	38,634,270	38,244,692
2,909,559	2,906,790	2,904,024	2,901,261	2,898,500	2,895,742	2,892,987	2,890,234
254,087	239,163	246,949	232,022	224,463	224,553	224,082	216,673
0	0	0	0	0	0	0	0

0	0	0	0	0	0	0	0
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2010	2011	2012	2013	2014	2015	2016	2017
0	0	0	0	0	0	0	0
70,545	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
558,128	0	0	0	0	0	0	0

0	0	0	0	0	0	0	0
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2010	2011	2012	2013	2014	2015	2016	2017
1,872,397	1,856,823	1,805,207	1,784,841	1,745,570	1,714,854	1,687,568	1,667,152

17,405,014	17,263,259	17,015,117	16,733,913	16,453,414	16,177,240	15,923,958	15,711,249
0	0	0	0	0	0	0	0
0	0	0	0	2,935	5,757	8,181	10,051
390,429	378,541	367,016	355,841	345,007	334,502	324,318	314,443

0	0	0	0	0	0	0	0
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2010	2011	2012	2013	2014	2015	2016	2017
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0

0	0	0	0	0	0	0	0
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2010	2011	2012	2013	2014	2015	2016	2017
52,240,178	51,988,246	51,621,115	50,797,935	50,464,171	50,159,656	49,879,645	49,665,724
23,766,937	23,492,851	23,157,063	22,866,247	21,609,515	21,210,620	20,937,543	20,602,087
2,211,836	2,209,732	2,207,630	2,205,530	2,203,432	2,201,335	2,199,240	2,197,147
18,176	44,724	62,256	66,185	74,409	102,349	86,838	107,697
0	0	12,478,535	0	0	0	0	0

0	0	0	0	0	0	0	0
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2010	2011	2012	2013	2014	2015	2016	2017
0	0	0	0	0	0	0	0
0	0	2,776,531	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	92,403	0	0	0	0	0

0	0	0	0	0	0	0	0
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2018	2019	2020	2021	2022
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0

45,302,609
34,955,900
7,288,739
5,453,437
0
93,000,685

0	0	0	0	0
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0
93,000,685

2018	2019	2020	2021	2022
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0

0
0
0
6663165
6663165

0	0	0	0	0
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2484593
4178572

2018	2019	2020	2021	2022
22,152,821	22,120,281	22,073,638	22,023,823	21,973,529
38,033,954	37,294,158	37,150,064	36,646,505	35,978,354
2,887,485	2,884,737	2,881,993	2,879,250	2,876,511
209,252	208,831	214,434	204,633	195,917
0	0	0	0	0

425,907,316
729,348,513
55,124,705
3,536,718
3,984,191
1,217,901,443

0	0	0	0	0
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0
1,217,901,443

2018	2019	2020	2021	2022
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0

14548493
16413369
0
576925
31538787

0	0	0	0	0
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0
31538787

2018	2019	2020	2021	2022
1,648,018	1,628,230	1,611,285	1,589,296	1,569,063

29,792,266

15,488,526	15,257,982	15,021,450	14,771,940	14,530,689	277,800,169
0	0	0	0	0	0
11,951	13,772	15,527	17,321	20,616	106,111
304,869	295,587	286,587	277,861	269,401	10,489,691
					318,188,237

0	0	0	0	0	0
					318,188,237

2018	2019	2020	2021	2022	
0	0	0	0	0	16532612
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
					16532612

0	0	0	0	0	0
					0
					16532612

2018	2019	2020	2021	2022	
49,451,913	49,243,801	49,025,779	48,808,952	48,600,117	927,184,434
20,267,798	19,916,257	19,701,531	19,393,828	18,985,613	434,481,686
2,195,058	2,192,968	2,190,882	2,188,797	2,186,714	40,202,129
127,895	148,340	120,419	138,071	153,036	2,018,147
0	0	0	0	0	12,478,535
					1,416,364,931

0	0	0	0	0	0
					0
					1,416,364,931

2018	2019	2020	2021	2022	
0	0	0	0	0	58803665
0	0	0	0	0	4743822
0	0	0	0	0	0
0	0	0	0	28,177	1269928
					64817415

0	0	0	0	0	0
					0
					64817415

VISN 20 Realignment White City Nov 20 03.xls - Step 5, Alt 3 costs

Market Plan
White City

Reduced Footprint

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Recurring Costs																				
Inpatient Op Cost	22,657,376	21,319,244	21,298,960	21,276,953	21,254,972	21,222,664	21,187,005	21,153,054	21,098,669	21,044,370	20,986,774	20,937,750	20,892,174	20,853,485	20,816,096	20,778,070	20,742,904	20,702,712	20,664,293	400,887,525
Outpatient Op Cost	17,696,868	17,822,716	16,846,898	16,884,252	16,885,999	16,600,820	16,534,421	16,453,250	16,326,880	16,185,905	15,984,692	15,842,881	15,711,087	15,597,303	15,478,330	15,325,222	15,197,889	15,063,909	14,934,932	307,374,254
Non Clinical Op Cost	3,646,104	3,642,635	3,639,169	3,635,706	3,632,247	3,628,792	3,625,338	3,621,889	3,618,443	3,615,000	3,611,560	3,608,124	3,604,691	3,601,262	3,597,835	3,594,412	3,590,992	3,587,575	3,584,162	68,685,936
Vacant Space Op Cost	593,349	1,134,480	118,037	208,732	202,953	198,968	87,436	86,999	625	4,870	8,741	12,338	15,326	17,456	19,648	21,760	23,893	28,007	32,007	2,815,625
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Recurring Savings																				
Savings/Cost/Profit	83,193	80,660	78,204	75,823	73,514	71,276	69,106	67,002	64,962	62,984	61,066	59,207	57,404	55,656	53,962	52,319	50,726	49,181	47,684	1,213,929
Non-recurring costs																				
New Construction	6,210,011	3,368,790	5,562,473	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15,141,274
Renovate	0	0	0	245,823	241,613	237,475	233,408	0	0	0	0	0	0	0	0	0	0	0	0	958,319
Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	1,109,011	2,802,455	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3,911,466
Non Recurring Revenue																				
Savings/Cost/Profit	47,002	45,571	44,183	42,838	41,534	40,269	39,043	37,854	36,702	35,584	34,501	33,450	32,432	31,444	30,487	29,559	28,659	27,786	26,940	685,838
																				19,325,221

Receiving Facility American Lake

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Recurring Costs																				
Inpatient Op Cost	23,175,175	23,193,626	22,569,782	22,572,858	22,570,398	22,556,534	22,537,670	22,509,310	22,452,846	22,386,606	22,329,402	22,276,900	22,234,189	22,197,928	22,152,821	22,120,281	22,073,638	22,023,823	21,973,529	425,907,316
Outpatient Op Cost	39,382,462	38,732,158	38,335,073	38,771,883	38,424,053	38,545,788	39,830,071	39,880,973	39,052,047	38,887,445	38,784,248	38,740,315	38,634,270	38,244,692	38,033,954	37,294,158	37,150,064	36,646,505	35,978,354	729,348,513
Non Clinical Op Cost	2,926,224	2,923,440	2,920,658	2,917,879	2,915,102	2,912,329	2,909,559	2,906,790	2,904,024	2,901,261	2,898,500	2,895,742	2,892,987	2,890,234	2,887,485	2,884,737	2,881,993	2,879,250	2,876,511	55,124,705
Vacant Space Op Cost	231,515	105,619	91,409	76,322	71,009	65,785	67,704	55,972	66,896	55,053	50,525	53,593	56,051	51,519	46,926	49,285	57,621	50,506	44,429	1,347,739
Savings/Cost/Profit	3,572,124	412,067	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3,984,191
Recurring Savings																				
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,215,712,464
Non Recurring Costs																				
New Construction	7,337,076	7,211,417	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	14,548,493
Renovate	3,208,986	6,923,312	3,684,384	2,526,142	0	0	70,545	0	0	0	0	0	0	0	0	0	0	0	0	16,413,369
Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	18,797	0	0	830,731	0	0	0	0	0	0	0	0	0	0	0	0	849,528
Non Recurring Revenue																				
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	31,811,390

Receiving Facility Roseburg

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Recurring Costs																				
Inpatient Op Cost	31,297,461	31,270,807	31,190,049	31,088,119	30,936,424	30,206,002	29,981,141	29,750,388	29,404,416	28,602,374	28,289,729	28,006,313	27,747,379	27,554,516	27,361,744	27,174,651	26,977,626	26,781,778	26,593,901	550,214,818
Outpatient Op Cost	26,859,158	26,970,488	26,979,496	26,935,850	26,815,649	24,013,155	23,766,937	23,492,851	23,157,063	22,866,247	21,609,515	21,210,620	20,937,543	20,602,087	20,267,798	19,916,257	19,701,531	19,393,828	18,985,613	434,481,686
Non Clinical Op Cost	1,883,157	1,881,365	1,879,575	1,877,787	1,876,000	2,213,944	2,211,836	2,209,732	2,207,630	2,205,530	2,203,432	2,201,335	2,199,240	2,197,147	2,195,058	2,192,968	2,190,882	2,188,797	2,186,714	40,202,129
Vacant Space Op Cost	220,677	215,782	212,370	116,946	1,729	88,457	104,874	129,937	159,455	161,719	168,307	194,639	177,548	196,853	215,524	234,468	205,072	221,275	242,857	3,268,489
Savings/Cost/Profit	0	0	0	0	0	0	0	0	12,478,535	0	0	0	0	0	0	0	0	0	0	12,478,535
Recurring Savings																				
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,040,645,657
Non Recurring Costs																				
New Construction	0	0	0	0	12,690,210	6,867,283	0	0	0	0	0	0	0	0	0	0	0	0	0	19,557,493
Renovate	814,262	0	0	0	581,494	571,535	0	0	2,776,531	0	0	0	0	0	0	0	0	0	0	4,743,822
Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	157,670	10,530	1,110,943	0	0	72,749	0	0	0	0	0	0	0	0	0	28,177	1,380,069
Non Recurring Revenue																				
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	25,681,384

VISN 20 Realignment White City Nov 20 03.xls - Step 6, Capital Cost Summary

SUMMARY

Capital Cost Summary	Status Quo (Plus capital)	Original Market Plan	100% Contract	New Alt 1	New Alt 2	Alt 3
White City						
New Construction	0	14,790,558	3,822,182	0	0	15,141,274
Renovation	0	1,225,175	958,319	0	0	958,319
Leases	0	0	0	0	0	0
Vacant Space Demolition	0	2,094,545	3,400,124	6,663,165	6,663,165	3,911,466
Capital for Status Quo	32,560,000	0	0	0	0	0
TOTAL	32,560,000	18,110,278	8,180,625	6,663,165	6,663,165	20,011,059
Receiving Amer Lake						
New Construction	0	14,548,493	14,548,493	57,228,306	14,548,493	14,548,493
Renovation	0	16,413,369	16,413,369	16,413,369	16,413,369	16,413,369
Leases	0	0	0	0	0	0
Vacant Space Demolition	0	849,528	849,528	576,108	576,925	849,528
Capital for Status Quo	85,083,000	0	0	0	0	0
TOTAL	85,083,000	31,811,390	31,811,390	74,217,783	31,538,787	31,811,390
Receiving Roseburg						
New Construction	0	19,557,493	19,557,493	19,557,493	58,803,665	19,557,493
Renovation	0	4,743,822	4,743,822	4,743,822	4,743,822	4,743,822
Leases	0		0	0	0	0
Vacant Space Demolition	0		1,380,069	1,380,069	1,269,928	1,380,069
Capital for Status Quo	60,136,000		25,681,384	0	0	
TOTAL	60,136,000	24,301,315	51,362,768	25,681,384	64,817,415	25,681,384
Receiving Medford						
New Construction	0	0	0	16,532,612	16,532,612	0
Renovation	0	0	0	0	0	0
Leases	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0
Capital for Status Quo	0	0	0	0	0	0
Total	0	0	0	16532612	16532612	0
TOTAL	177,779,000	74,222,983	91,354,783	123,094,944	119,551,979	77,503,833

VISN 20 Realignment White City Nov 20 03.xls - Step 6, Operating Cost Summar

SUMMARY

Operating Cost Summary		Status Quo (Plus capital)	Original Market Plan	100% Contract	New Alt 1	New Alt 2	Alt 3
White City							
	Operating Costs	802,688,257	791,517,427	1,185,887,061	93,000,685	93,000,685	779,763,340
Receiving Am L							
	Operating Costs	1,393,315,349	1,215,712,466	1,215,712,464	1,856,997,623	1,217,901,443	1,215,712,464
Receiving Roseburg							
	Operating Costs	1,209,100,742	1,040,645,659	1,040,645,657	1,040,645,657	1,416,364,931	1,040,645,657
Receiving New Medford CBOC							
	Operating Costs	0	0	0	318,188,237	318,188,237	0
TOTAL		3,405,104,348	3,047,875,552	3,442,245,182	3,308,832,202	3,045,455,296	3,036,121,461
TOTAL Capital Cost		177,779,000	74,222,983	91,354,783	123,094,944	119,551,979	76,123,764
Cost plus Capital		3,582,883,348	3,122,098,535	3,533,599,965	3,431,927,146	3,165,007,275	3,112,245,225

Note: Alternative #1 and #2 do not include costs for site acquisition (5 million) for the Medford clinic or staff relocation costs for moving inpatient beds (10 million).

SUMMARY

Life Cycle Costs

	Status Quo (Plus capital)	Original Market Plan	100% Contract	New Alt 1 (AL)	New Alt 2 (RB)
White City					
Recurring	802,688,257	790,303,498	1,184,673,132	93,000,685	93,000,685
Non-Recurring	32,557,409	18,110,278	8,180,625	4,178,572	4,178,572
TOTAL	835,245,666	808,413,776	1,192,853,757	97,179,257	97,179,257
Receiving Facility Amer L					
Recurring	1,393,315,349	1,215,712,466	1,215,712,464	1,856,997,623	1,217,901,443
Non-Recurring	85,081,446	31,811,390	31,811,390	74,217,783	31,538,787
TOTAL	1,478,396,795	1,247,523,856	1,247,523,854	1,931,215,406	1,249,440,230
Receiving Facility Roseburg					
Recurring	1,209,100,742	1,040,645,659	1,040,645,657	1,040,645,657	1,416,364,931
Non-Recurring	60,135,355	25,681,384	25,681,384	25,681,384	64,817,415
TOTAL	1,269,236,097	1,066,327,043	1,066,327,041	1,066,327,041	1,481,182,346
Receiving Facility Medford					
Recurring	0	0	0	318,188,237	318,188,237
Non-Recurring	0	0	0	16,532,612	16,532,612
TOTAL	0	0	0	334,720,849	334,720,849
Grand Total	3,582,878,558	3,122,264,675	3,506,704,652	3,429,442,553	3,162,522,682

Removed non-clinical cost in
Alt 1 and Alt 2 so will not
match IBM in recurring cost

October 25th Run

	Status Quo (Plus capital)	Original Market Plan	100% Contract		
Life Cycle Costs					
White City					
Recurring	802,679,610	733,985,659	1,100,828,758		
Non-Recurring	32,557,409	18,110,278	8,180,625		
TOTAL	835,237,019	752,095,937	1,109,009,383		
Receiving Facility Amer L					
Recurring	1,393,315,356	1,201,331,150	1,201,331,148		
Non-Recurring	85,081,446	31,811,390	31,811,390		
TOTAL	1,478,396,802	1,233,142,540	1,233,142,538		
Receiving Facility Roseburg					
Recurring	1,209,100,737	1,015,066,174	1,003,132,175		
Non-Recurring	60,135,355	25,681,384	25,681,384		
TOTAL	1,269,236,092	1,040,747,558	1,028,813,559		
Receiving Facility Medford					
Recurring	0	0	0		
Non-Recurring	0	0	0		
TOTAL	0	0	0		
Grand Total	3,582,869,913	3,025,986,035	3,370,965,480		

VISN 20 Realignment White City Nov 20 03.xls - Step 6, Life Cycle Costs

Alt 3
778,549,411
19,325,221
797,874,632
1,215,712,464
31,811,390
1,247,523,854
1,040,645,657
25,681,384
1,066,327,041
0
0
0
3,111,725,527

252373
27,003,911

Alt 3
698,273,202
19,325,221
717,598,423
1,201,331,150
31,811,390
1,233,142,540
1,015,066,174
25,681,384
1,040,747,558
0
0
0
2,991,488,521

VISN 20 Realignment White City Nov 20 03.xls - Step 6, Net Present Value

SUMMARY

Net Present Value	Status Quo (Plus capital)	Original Market Plan	***100% Contract	Alt 1	Alt 2	Alt 3
White City						
Recurring		12,384,759	-381,984,875	709,687,572	709,687,572	24,138,846
Non-Recurring		14,447,131	24,376,784	28,378,837	28,378,837	13,232,188
TOTAL		26,831,890	-357,608,091	738,066,409	738,066,409	37,371,034
Receiving Facility 1						
Recurring		177,602,883	177,602,885	-463,682,274	175,413,906	177,602,885
Non-Recurring		53,270,056	53,270,056	10,863,663	53,542,659	53,270,056
TOTAL		230,872,939	230,872,941	-452,818,611	228,956,565	160,172,818
Receiving Facility 2						
Recurring		168,455,083	168,455,085	168,455,085	-207,264,189	168,455,085
Non-Recurring		34,453,971	34,453,971	34,453,971	-4,682,060	34,453,971
TOTAL		202,909,054	202,909,056	202,909,056	-211,946,249	180,287,178
Receiving Facility 3						
Recurring		0	0	-318,188,237	-318,188,237	0
Non-Recurring		0	0	-16,532,612	-16,532,612	0
TOTAL		0	0	-334,720,849	-334,720,849	0
Grand Total		460,613,883	76,173,906	153,436,005	420,355,876	377,831,030

Run eliminates nonclinical cost for White City in Alt 1 and 2

***Note it is unrealistic to contract Dom out. It is not available in the community for the services White City provides

October 25th Run

Net Present Value	Status Quo (Plus capital)	Original Market Plan	100% Contract	Alt 1	Alt 2	Alt 3
White City						
Recurring		68,693,951	-298,149,148	834,974,869	834,974,869	104,406,408
Non-Recurring		-18,110,278	-8,180,625	-4,178,572	-4,178,572	-19,325,221
TOTAL		50,583,673	-306,329,773	830,796,297	830,796,297	85,081,187
Receiving Facility 1						
Recurring		191,984,206	191,984,208	-497,917,735	191,984,208	191,984,208
Non-Recurring		-31,811,390	-31,811,390	-59,774,026	-31,811,390	-31,811,390
TOTAL		160,172,816	160,172,818	-557,691,761	160,172,818	160,172,818
Receiving Facility 2						
Recurring		194,034,563	205,968,562	205,968,562	-272,351,635	205,968,562
Non-Recurring		-25,681,384	-25,681,384	-25,681,384	-69,832,915	-25,681,384
TOTAL		168,353,179	180,287,178	180,287,178	-342,184,550	180,287,178
Receiving Facility 3						
Recurring		0	0	-368,905,413	-368,905,413	0
Non-Recurring		0	0	-16,532,612	-16,532,612	0
TOTAL		0	0	-385,438,025	-385,438,025	0
Grand Total		379,109,668	34,130,223	67,953,689	263,346,540	425,541,183

VISN 20 Realignment White City Nov 20 03.xls - Step 7, Alternative Analysis

Preferred alternative description and rationale:	The preferred alternative is to use the Rapid Footprint Reduction. White City's economy of scale, well established therapeutic community, and developed infrastructure, e.g. presence of dining hall, utility systems, all lend to an operation in White City that is clearly more economical and clinically better suited. This option includes a 50% reduction of the facility footprint, decisive and swift demolition and replacement of buildings for 500 beds, stresses enhanced use lease, and expands outpatient services.					
	Status Quo	Original Market Plan	100% Contract	New Alternate # 1	New Alternate # 2	Alternate # 3
Short Description:	Continue White City as a National Referral Center for Bio-psychosocial rehabilitation at 727 Beds	Maintain White City residential beds based on CARES projections for VISN20 (plus Northern California and Nevada) and expand outpatient services	Considers cost to contract for inpatient care. Bio-psychosocial rehabilitation not available in private sector	Close White City Campus and relocate all residential beds to American Lake. Move Outpatient services to new clinic in Medford	Close White City Campus and relocate all residential beds to Roseburg. Move Outpatient services to new clinic in Medford	Maintains current programs at White City similar to the initial VISN20 Market Plan; decrease operating beds to 500. Building demolition occurs on an accelerated timeline with greater space reductions and more aggressive enhanced use leasing.
Total Construction Costs	177,779,000	74,222,983	91,354,783	123,094,944	119,551,979	77,503,833
Life Cycle Costs	3,582,878,558	3,122,264,675	3,506,704,652	3,429,442,553	3,162,522,682	3,111,725,527
Impact on Access	Close to Interstate 5 corridor, which facilitates west coast, access from both north and south. Medford is halfway between Sacramento/San Francisco and Portland. Veterans present for care from across the region, often without a referral from another VAMC	Patients from VA facilities across VISN20 are admitted to White City using state of the art electronic referral process. VISN 19 and 21 would continue to be served by White City	Veterans cannot access Bio-psychosocial rehabilitation through contract venues.	Access mainly limited to Washington State.	Roseburg is 98 miles north of the White City/Medford area. Roseburg does not have an airport nor the urban population base and employers that the Medford area offers. Rural community without the depth and breadth of medical resources found in more urban centers	Patients from VA facilities across VISN20 are admitted to White City using state of the art electronic referral process. VISN 19 and 21 would continue to be served by White City
Impact on Quality	Retain high outcomes and patient satisfaction at low cost per BDOC	Retain high outcomes and patient satisfaction at low cost per BDOC	If contractor found, no guarantee of measurement or performance	Quality could be maintained assuming Bio-psychosocial rehabilitation is a top facility priority	Quality could be maintained assuming Bio-psychosocial rehabilitation is a top facility priority	Retain high outcomes and patient satisfaction at low cost per BDOC
Impact on Staffing & Community	Maintains staffing levels and community partnerships	Maintains staffing levels and community partnerships	If contractor found, unknown staffing and loss of therapeutic community at SORCC	Cost to relocate staff, disruption of clinical programs, loss of significant community partners in Southern Oregon	Cost to relocate staff, disruption of clinical programs, loss of significant community partners in Southern Oregon.	Maintains staffing levels and community partnerships

VISN 20 Realignment White City Nov 20 03.xls - Step 7, Alternative Analysis

	Status Quo	Original Market Plan	100% Contract	New Alternate # 1	New Alternate # 2	Alternate # 3
Impact on Research and Education	Maintains affiliations with Rogue Community College and Oregon Health Sciences University	Maintains affiliations with Rogue Community College and Oregon Health Sciences University	Unknown	Lose affiliation with Rogue Community College and local Nursing training and recruitment initiatives	Lose affiliation with Rogue Community College and local Nursing training and recruitment initiatives	Maintains affiliations with Rogue Community College and Oregon Health Sciences University
Optimizing Use of Resources	White City 2003 BDOC = \$116/day versus national average of \$196/day. CARES BDOC projection = 252,373/year	White City 2003 BDOC = \$116/day versus national average of \$196/day. CARES BDOC projection = 252,373/year	CARES Medicare rate is higher than White City per BDOC understanding no private sector equivalent exists	At national average cost per BDOC, this option would cost VA an additional 20 million/year for same BDOC	At national average cost per BDOC, this option would cost VA an additional 20 million/year for same BDOC	Converts dollars being used to maintain vacant space to patient care.
Support other Missions of VA	White City and Eagle Point National Cemetery CWT partnership	White City and Eagle Point National Cemetery CWT partnership	Unknown	May be opportunities	May be opportunities	White City and Eagle Point National Cemetery CWT partnership
Other significant considerations	According to UCR-1 (Cost efficiency), White City is second best in VA, second only to Manila in adjusted facility work accomplished. Testimony at CARES hearing supports inpatient presence remains at White City.	According to UCR-1 (Cost efficiency), White City is second best in VA, second only to Manila in adjusted facility work accomplished. Testimony at CARES hearing supports inpatient presence remains at White City.	Last two President Commissions cited dearth of Biopsychosocial rehabilitation in the country. Jackson County mental health indicates severe shortage of services in Oregon	Would require Major Construction project in excess of 30 million dollars. American Lake is a higher seismic risk zone than White City	Would require Major Construction project in excess of 30 million dollars. Less employment services for veterans.	According to UCR-1 (Cost efficiency), White City is second best in VA, second only to Manila in adjusted facility work accomplished. Testimony at CARES hearing supports inpatient presence remains at White City.